

# Recruitment & Selection!

**Hiring Process and Hiring Decision:** Nature of Hiring, Regular, Temporary, full time, part time, Apprentice, Contractual, Outsourcing, Existing Post or New Post to be Created, Need Analysis, Job Analysis.

1. Nature of Hiring.
  1. Regular.
  2. Temporary.
  3. Full Time.
  4. Part Time.
  5. Apprentice.
  6. Contractual: For example, a person is more likely to be considered an independent contractor than an employee in the following situations...
  7. Outsourcing.
2. Existing Post or New Post to be created.
3. Need Analysis: A need has been described as...
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## Hiring Process & Hiring Decision!

1. Nature of Hiring:

### 1.1 Regular

Core workforce, defined as *regular* full- time and part - time employees of the organization, forms the bulk of most organizations' workforces. The key advantages

of a core workforce are stability, continuity, and predictability. The organization can depend on its core workforce and build strategic plans based on it. Several other advantages also accrue to the organization from using a core workforce. The *regularity* of the employment relationship fosters a sense of commitment and shared purpose toward the organization's mission. Also, the organization maintains the legal right to control employees working in its behalf, in terms of both work process and expected results, rather than having to divide or share that right with organizations providing a flexible workforce, such as temporary employment agencies.

Finally, the organization can directly control how it acquires its workforce and the qualifications of those it employs through the management of its own staffing systems. By doing so, the organization may build not only a highly qualified workforce but also one more likely to be retained, thus lessening pressure to continually restaff the organization.

Several disadvantages of a core workforce also exist. The implied permanence of the employment relationship “locks in” the organization's workforce, with a potential loss of staffing flexibility to rapidly increase, reduce, or redeploy its workforce in response to changing market conditions and project life cycles. Reducing the core workforce, in particular, can be very costly in terms of severance pay packages, low morale, and damage to the organization's reputation as a good employer. Additionally, the labor costs of the core workforce may be greater than that of the flexible workforce due to (1) Higher wages, salaries, and benefits for the core workforce, and (2) the fixed nature of these labor costs, relative to the more variable costs associated with a flexible workforce.

By using a core workforce, the organization incurs numerous legal obligations—particularly taxation and employment law compliance—that could be fully or partially avoided through use of flexible workforce providers, which would be the actual employer.

Finally, use of a core workforce may deprive the organization of new technical and administrative knowledge that could be infused into it by use of flexible workers such as programmers and consultants.

## 1.2 Temporary

Temporary employees do not have special legal stature. They are considered employees of the temporary help agency (staffing firm) that obtained them through its own staffing process. Temporary employees are given job assignments with other

employers (clients) by the staffing firm. During these assignments the temporary employee remains on the payroll of the staffing firm, and the client employer simply reimburses the staffing firm for its wage and other costs. The client employer has a severely limited right to control temporary employees that it utilizes, because they are not its employees but employees of the staffing firm.

Use of temporary employees often raises issues of co-employment, in which the client employer and the staffing firm share the traditional role of employer. Because both function as employers to an extent, their obligations and liabilities under various laws need to be sorted out.

### *1.3 Full Time*

Full-time employment is employment in which a person works a minimum number of hours defined as such by his/her employer. Full-time employment often comes with benefits that are not typically offered to part-time, temporary, or flexible workers, such as annual leave, sick leave, and health insurance.

The Factories Act, 1948 in India prescribes that no adult worker shall be required or allowed to work in a factory for more than forty-eight hours in any week and no adult worker shall be required or allowed to work in a factory for more than nine hours in any day.

### *1.4 Part Time*

A part-time contract is a form of employment that carries fewer hours per week than a full-time job. They work in shifts but remain on call while off duty and during annual leave. The shifts are often rotational. Workers are considered to be part-time if they commonly work fewer than 30 or 35 hours per week.

In the US, the Bureau of Labor Statistics defined working part-time as working between 1 and 34 hours per week. In Canada, part-time workers are those who usually work fewer than 30 hours per week at their main or only job.

### *1.5 Apprentice*

Apprenticeship is an agreement between a person (an apprentice) who wants to learn a skill and an employer who needs a skilled worker -- "earning while learning." Apprenticeship is a proven industry-based learning system that combines on-the-job experience with technical training to produce a certified journeyman. Upon

completion of the specified training period, apprentices receive a Certificate of Qualification. On average, 85% of the apprentice's two to five years of training is spent in the workplace; the rest is spent at a training institution.

### *1.6 Contractual*

As part of its staffing plan, the employer may hire independent contractors. An independent contractor is not legally considered an employee, however. Therefore, the rights and responsibilities the employer has toward the independent contractor are different from those for its employees. Classifying and using a person as an independent contractor frees the employer of the tax withholding, tax payment, and benefits obligations it has for employees. It may also reduce employer exposure under laws and regulations governing the employment relationship.

In exchange for these advantages of using independent contractors, the employer substantially loses the right to control the contractor. In particular, while the employer can still control expected results, the employer cannot dictate where, when, or how work is to be done. Thus, the employer loses control over the means (work processes, tools, equipment, work schedules, and so forth) by which the work is performed.

For example, a person is more likely to be considered an independent contractor than an employee in the following situations:

- ❖ Working in a distinct occupation or business.
- ❖ Working without supervision or oversight from the employer.
- ❖ Paying one's own business and travel expenses.
- ❖ Setting one's own work hours.
- ❖ Possessing a high degree of skill.
- ❖ Using one's own tools, materials, and office.
- ❖ Working on a project with a definite completion date.
- ❖ Working on relatively short projects, and.
- ❖ Being paid by the project or commission rather than by the time spent.

### *1.7 Outsourcing*

Outsourcing of work functions can be defined as the transfer of a business process to an external organization. This is a more drastic step than simply using Independent

Contractors or temporary employees. Increasingly, organizations are outsourcing their hiring activities, meaning they use outside organizations to recruit and select employees. Although there are variations of staffing outsourcing, in some cases, an organization wholly cedes decision-making authority to the vendor. Why might an organization do this? First, it may believe that the vendor can do a better job of identifying candidates than the organization itself can do. This is particularly true for small and mid-sized companies that lack a professional HR function. Second, in labor shortages, an organization may not be able to recruit enough employees on its own, so it may supplement its recruiting or selection efforts with those of a vendor that specializes in staffing. Finally, outsourcing may also have advantages for legal compliance, as many vendors maintain their own procedures for tracking compliance with equal-opportunity laws.

One form of outsourcing is when organizations outsource staffing activities. Of course, many organizations outsource more than staffing activities—technical support, database management, customer service, and manufacturing are common examples. A growing number of computer-chip makers, such as IBM, Intel, and Motorola, contract with outside vendors to manufacture their chips; often these companies are overseas.

## 2. Existing Post or New Post to be created

The requirement is to either recruit for a new post or to refill an existing post. One has to check the following aspects before putting the vacancy in the public domain.

- Is the role/function still required?
- Could the role/function be carried out by redistributing duties to other staff?
- Could the duties be Outsourced- Cost implications?
- Is the Post full time or part time?
- Does the Job Description need updating?

## 3. Need Analysis

There is a saying that goes as follows: “if you don’t know what you want then you are unlikely to get it...” This is so true in recruitment. Another expression which is very apt for this topic is: “start with the end in mind”. This is exactly the idea behind Needs Analysis.

Need Analysis is the process of identifying and evaluating needs (see sample definitions below) in a community or other defined population of people. The identification of needs is a process of describing “problems” of a target population and possible solutions to these problems.

**A need has been described as:**

1. A gap between “what is” and “what should be.” (Witkin et al., 1995)
2. “A gap between real and ideal that is both acknowledged by community values and potentially amenable to change.” (Reviere, 1996, p. 5)
3. May be different from such related concepts as wants (“something people are willing to pay for”) or demands (“something people are willing to march for”). (McKillip, 1987)

Need analysis focuses on the future, or what should be done, rather than on what was done as is the focus of most program evaluations. Some people use the related term “needs assessment”.

The life of a recruiter parallels that of a salesperson. Recruiters need to develop a needs analysis strategy when recruiting sales candidates just like salespeople do when pursuing prospects. Lecturing candidates on how wonderful the company is does not bring about excitement any more.

#### 4. Cost Analysis

The process of developing and analyzing cost data from separate business elements and estimating incremental and total resources needed to support current and future business strategies. A decision making tool used to evaluate and prioritize resource needs at based on cost estimates and their expected return on investment. There are many different metrics that can useful for determining an accurate assessment of total cost. For recruitment channels such as job boards or agency recruiters, employers can look to the cost-per hire and then overlay that cost with an evaluation of long term performance and quality of hire. Additional data points that are often used in regards to cost include the total cost per hired employee across an entire company, the total compensation per employee, and the total recruitment expenditures for every new hire across a particular time frame.

## 5 Job Analysis

Job analysis may be defined as the process of studying jobs in order to gather, analyze, synthesize, and report information about job requirements. Note in this definition that job analysis is an overall process as opposed to a specific method or technique. A job requirements job analysis seeks to identify and describe the specific tasks, KSAOs, and job context for a particular job. This type of job analysis is the most thoroughly developed and the most commonly used by organizations. A second type of job analysis, competency- based, attempts to identify and describe job requirements in the form of general KSAOs required across a range of jobs; task and work context requirements are of little concern. Interpersonal skills, for example, might be identified as a competency for sales and customer service jobs; leadership is a likely competency requirement for managerial jobs.

Competency- based job analysis is more recent in origin, though it has some similarities to job requirements job analysis. The traditional way of designing a job is to identify and define its elements and tasks precisely and then incorporate them into a job description. This task core includes virtually all tasks associated with the job, and from it a fairly inclusive list of KSAOs will flow. Thus defined, there are clear lines of demarcation between jobs in terms of both tasks and KSAOs, and there is little overlap between jobs on either basis. Each job also has its own set of extrinsic and intrinsic rewards. Such job design is marked by formal organization charts, clear and precise job descriptions and specifications, and well- defined relationships between jobs in terms of mobility (promotion and transfer) paths. Also, traditional jobs are very static, with little or no change occurring in tasks or KSAOs.

### **Practical Component:**

1. Students need to identify two jobs in the college and need to do job analysis for those positions using any of the job analysis methods.
2. In teams students can be asked to give presentations about various types of jobs (regular, temporary, full time, part time, apprentice, contractual, and outsourcing) in different industries along with its advantages and disadvantages

3. In Teams, select and analyze any two of the Job postings advertisements in Newspapers to know more about job description and job specification mentioned in each advertisement for every post.
4. Obtain online access to the resume data base of Naukri.com or Monsterindia.com for a week give at least four Job Descriptions and specification to each student, to search and download from the data base at least five resumes for each positions.
5. Students can identify 4 or 5 jobs of their interest and can create Advertisements for the same imagining that they are Proprietors of the companies and hiring for these positions.
6. Debate on Advantages and disadvantages of hiring external and Internal for the selected jobs like Police Constable, Doctor, CEO, Mechanical Engineer, Professor etc.,
7. Role play: Students can do the role play for the entire process of hiring and selecting 3 or 4 selected roles in a specific industry.

#### **RECOMMENDED BOOKS:**

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International

#### **REFERENCE BOOKS:**

1. Employee Selection, Lilly M Berry, Thomson Publications
2. Hiring & keeping the best people, HBS Press
3. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel BOOKS.



4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991.